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Terms of Reference

1. This should be the initial paper issued on a new estimate or NIAM.
2. It should be addressed to the NFIB representatives (see example).
3. The SUBJECT line should contain the designated type of paper (NIE/SNIE/NIAM) and the number followed by a colon. The title of the paper should be typed in all caps. The words (Terms of Reference) should be typed in parenthesis and underlined following the title of the paper (see example).
4. The Terms of Reference paper should be signed by the NIO originating it (see example).
5. The words Attachment: As stated should be typed below the signature line (see example). In some cases it may be necessary to list multiple attachments. The example may be modified accordingly.
6. The appropriate distribution for the Terms of Reference is Distribution B or Distribution AB if the paper is codeword. This should be typed below the attachment line (see example).
7. The classification of the covering memo for the Terms of Reference should be typed on the paper rather than stamped. Also, the adhesive stickers should be used in the lower right-hand corner for the Exempt from General Declassification indicator. (These can be obtained from Roz.) Stamp pad ink does not reproduce well when run off in multiple copies.
8. Attached are some sample paragraphs (these may be modified accordingly) which contain pertinent information that should be conveyed in the covering memorandum (see example).

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TERMS OF REFERENCE

MEMORANDUM FOR: Representatives of the National Foreign Intelligence Board

SUBJECT : NIE 4-1-77: WARSAW PACT CONCEPTS & CAPABILITIES FOR GOING TO WAR IN EUROPE: IMPLICATIONS FOR NATO WARNING OF WAR (Terms of Reference)

1. Attached are the Terms of Reference for (NIE/SNIE/NIAM & number) for your review..... There will be a representatives meeting to discuss them on (day/date) at (time) in Room ____, CIA Headquarters.....

2. _____ Please telephone (secretary),
IDS Code ext. ____, by (time/day/date) to give her the names of your representatives. Arrangements will be made for them to enter the building at the main entrance.....

STAT

(NIO's Typed Name)
(Title)

Attachment: As stated

Distribution B (or Distribution AB if the paper is codeword)

Draft(s) for Consideration by NFIB Representatives

1. This particular series of papers will be dealt with by the NFIB representatives who will modify the contents many times before the paper is submitted for NFIB consideration.
2. It should be addressed to the NFIB representatives (see example).
3. The SUBJECT line should contain the designated type of paper (NIE/ SNIE/NIAM) and the number followed by a colon. The title of the paper should be typed in all caps. Each successive draft should indicate a particular stage in the progress of the paper. This should be done by typing First Draft, Second Draft, Third Draft, etc. each time a new draft is issued for consideration by the NFIB representatives. The words (First Draft), (Second Draft), etc. should be typed in parenthesis and underlined following the title of the paper (see example).
4. These drafts for NFIB representatives should be signed by the NIO originating them (see example).
5. The words Attachment: As stated should be typed below the signature line (see example). In some cases it may be necessary to list multiple attachments. The example may be modified accordingly.
6. The appropriate distribution for drafts for NFIB representatives is Distribution B or Distribution AB if the paper is codeword. This should be typed below the Attachment line (see example).
7. The information conveyed in these particular drafts is subject to extreme modification because the nature of the draft may be different for each NIO. Attached are some sample paragraphs which contain pertinent information that should be worked into the covering memorandum (see example).
8. The classification of the covering memo for the drafts for NFIB representatives should be typed on the paper rather than stamped. Also, the adhesive stickers should be used in the lower right-hand corner for the Exempt from General Declassification indicator. (These can be obtained from Roz.) Stamp pad ink does not reproduce well when run off in multiple copies.

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DRAFT(S) FOR CONSIDERATION BY NFIB REPRESENTATIVES

MEMORANDUM FOR: Representatives of the National Foreign Intelligence Board

SUBJECT : SNIE 85-1-77: CUBAN POSTURE ON ISSUES RELATED TO THE
NORMALIZATION OF RELATIONS WITH THE UNITED STATES
(First Draft)

1. Attached is a copy of (NIE/SNIE/NIAM & number) for your review.....

2.

3. There will be a representatives meeting to discuss this draft on (day/date/time) in Room _____, CIA Headquarters. Please telephone (secretary), IDS _____ ext. _____, and give her the names of your representatives. Arrangements will be made for them to enter the building at the main entrance.....

STAT

(NIO's Typed Name)
(Title)

Attachment: As stated

Distribution B (or Distribution AB if the paper is codeword)

Draft for Consideration at NFIB Meeting (or for Telephonic Concurrence)

UNCLASSIFIED
for NFIB

1. This paper should be the final draft issued for consideration by NFIB principals.
2. It should be addressed to The National Foreign Intelligence Board (see example).
3. The SUBJECT line should contain the designated type of paper (NIE/ SNIE/NIAM) and the number followed by a colon. The title of the paper should be typed in all caps. The words (Final Draft) should be typed in parentheses and underlined following the title of the paper (see example).
4. The final draft should be signed by the D/DCI/NI (see example).
5. The words Attachment: As stated should be typed below the signature line (see example).
6. Distribution on a final draft for NFIB consideration is Distribution A or Distribution AC if the paper is codeword.
7. Attached are some sample paragraphs (they may be modified accordingly) which contain pertinent information that should be conveyed in the covering memorandum.
8. The classification of the covering memo for NFIB consideration should be typed on the paper rather than stamped. Also, the adhesive stickers should be used in the lower right-hand corner for the Exempt from General Declassification indicator. (These can be obtained from Roz.) Stamp pad ink does not reproduce well when run off in multiple copies.

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DRAFT FOR CONSIDERATION AT NFIB MEETING (OR FOR TELEPHONIC CONCURRENCE)

MEMORANDUM FOR: The National Foreign Intelligence Board

SUBJECT : NIAM 43-1-77: PROSPECTS FOR TAIWAN (Final Draft)

1. The attached final draft of (NIE/SNIE/NIAM & number) has been discussed with the NFIB representatives.....

2. It is scheduled to be considered at the next NFIB meeting tentatively scheduled for (day/date/time).

or

(for telephonic concurrence)

1. The attached final draft of (NIE/SNIE/NIAM & number) has been discussed with the NFIB representatives.....

2. NFIB members are requested to advise the NFIB Secretariat (IDS by (time/day/date) of their approval or other comments on the attached (NIE/SNIE/NIAM).

STAT

(D/DCI/NI's Typed Name)
(Title)

Attachment: As stated

Distribution A (or Distribution AC if the paper is codeword)

Release of an Estimate or NIAM

1. Release of an approved estimate or other interagency paper to a foreign government must be recommended by a principal of the NFIB or the D/DCI/NI and approved by the Chairman, with the advice of the Board.
2. Normally, such recommendations will be made by the D/DCI/NI during NFIB consideration of the paper.
3. In the event that a Board member opposes release, he may request that the matter be placed on the NFIB agenda for consideration.
4. The NIO in charge of the paper will be responsible for sanitizing it, in consultation with Community agencies as appropriate.
5. Normally, the standard procedure for releasing and/or sanitizing an estimate for a foreign government is to consult with the NFIB representatives who worked on the paper. Only occasionally will clearance be sought from NFIB principals.
6. This memorandum should normally be addressed to the NFIB representatives (see example).
7. The SUBJECT line should contain the following information: Release of (NIE/SNIE/NIAM) and the number followed by a colon. The title of the paper should be typed in all caps (see example).
8. If the memorandum is addressed to NFIB representatives, it should be signed by the NIO originating it. If the memorandum is addressed to NFIB principals, it should be signed by the D/DCI/NI (see example).
9. The response received from the NFIB representatives regarding the sanitizing of the paper should be conveyed to NFIB Secretariat in a formal memorandum from the NIO (see example). (The NIO should also send a copy of this memo to NIO/PP. This lets Roz know that the sanitization and release process has been completed and she can then send a cable to the appropriate stations informing them that sanitized copies of the paper are being made available to them.)
10. When NFIB Secretariat has received formal notification from the NIO that the NFIB representatives concur in the proposed sanitization of the paper, NFIB Secretariat then notifies NIO/Registry that the estimate has been sanitized and approved for release. Detailed information regarding the sanitization must be provided to the NFIB Secretariat so that it can be relayed to our registry, which then distributes the sanitized paper.
11. NFIB Principals will be notified of the release of the sanitized estimate by the NFIB Secretariat thru the Secretary's Notes section of the NFIB Minutes.

Release

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RELEASE OF AN ESTIMATE OR NIAM

(Notification to NFIB Secretariat)

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MEMORANDUM FOR: Walter Elder
Executive Secretary, NFIB

SUBJECT : Release of NIE 70-1-77: SOUTHERN AFRICA

1. On (date), the NFIB approved release of a sanitized version of (NIE/SNIE/NIAM & number) to the governments of (list each individual country).
2. (Provide NFIB Secretariat with an appropriate description of the sanitization process and what will be deleted for the appropriate countries.)
3. These changes have been concurred in by the NFIB representatives
.....

(NIO's Typed Name)
(Title)

cc: NIO/PP

Distribution

1. There are basically four standard distributions:

Collateral Material:

Distribution A - to NFIB Principals
Distribution B - to NFIB Representatives

Codeword Material:

Distribution AC - to NFIB Principals
Distribution AB - to NFIB Representatives

2. The NIO should inform PP and Registry of the number of copies needed and the appropriate distribution to be made at least, when possible, 8 working hours in advance of time scheduled to go out.
3. Distribution List for the finished version should be obtained from Registry and filled out by the secretary of the NIO chairing the paper.
4. Special Distributions are limited distributions made up by the NIOs as they deem necessary.

Distribution

DEVELOPMENT FILE

It is the responsibility of the originating NIO office to maintain a development file on all special memoranda, Interagency Intelligence Memos, NIAMs, NIEs and SNIEs. The development file should basically consist of the following:

- a) background or working papers
- b) attendance lists of reps meetings
- c) all drafts with distribution lists
- d) contributions with distribution lists
 - 1) Agency contributions such as OSR, OSI, OWI
 - 2) outside contributions such as Army, DIA, State
- e) final with distribution list
- f) include all other papers deemed pertinent to the file

Use legal size folders labeled with subject headings and broken down as follows:*

- Folder #1) WORKING PAPERS AND ATTENDANCE LISTS
FINAL NIE 11-1-77
- #2) NIE 11-1-77
DRAFTS
- #3) NIE 11-1-77
AGENCY CONTRIBUTIONS
- #4) NIE 11-1-77
OUTSIDE CONTRIBUTIONS
- #5) NIE 11-1-77
MISCELLANEOUS PAPERS

*Your file may not necessarily have papers that fall in all of these categories.

Development
File

The completed development file should be held for six months; then it should be reviewed to eliminate duplications and papers no longer needed and turned over to NIO Registry for retirement to Agency Archives.

April 1977

Procedures for NIE, SNIE, NIAM Typing, Reproduction, and Distribution

1. The action officer should notify Presentation and Publications, as soon as possible that typing/reproduction will be required.

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The project's priority, timing, length, and any graphics requirements should be indicated to assist PP in scheduling production.

2. The NIO should inform PP and Registry (RI) of the number of copies needed and the distribution to be made.

3. The NIO should provide his draft to PP which will a) light-edit it; b) type it on mag tape which facilitates changes, corrections, and redrafting as needed; c) proof the retyped draft; and, d) arrange for the required number of copies to be run off. RI handles the physical distribution of the draft.

4. Upon approval of the final draft by NFIB, the NIO should provide the corrected copy to PP, which will convey it to Printing & Photography Division for printing.

Galley proofs (when time allows) and page proofs are provided the NIO for review prior to final printing and distribution (per the NIO's instructions) by PPD and/or RI.

5. The NIO secretary will maintain the master distribution list for the estimate. Subsequent distribution will be authorized by the action NIO with copies provided from a limited central file under Registry control.

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Procedures

HELPFUL HINTS FOR NIO PRODUCTION
(Second Edition -- February 1977)

Presentation and Publication Branch tries to provide the best possible service to the NIOs. The following comments are offered to that end.

A. First, as soon as a paper is laid on, let us know when it is likely to be coming, its probable length, the likely graphics needs, and the general deadline. If it's a particular busy time, we may have to make adjustments so as to meet your needs.

B. Tell us of any changes in your plans as soon as they develop.

C. As a matter of course, we light-edit all papers for spelling, punctuation, grammar, consistency of usage, and the like. We are prepared to do a much broader editing whenever desired, within limits of deadline and our time.

D. Except for major rewrite jobs, please make corrections on the most recent tape-type copy, rather than submit your own retyped pages.

E. Graphics can make or break a paper--and if not smoothly handled wreck a deadline. We urge the following steps:

1. When the initial draft has been assembled--or at least an outline--the responsible project chief, reflecting views of the NIO, should consult with OCCR/Cartography Division specialists as to the needs, including whether proofs (black-white or color) will be needed for dissem to reps. We will arrange the contact if necessary.

2. Run sketches for graphics past us to ensure that legends and titles fit editorial conventions of text (e.g., metric measurement).

3. For the sake of all sorts of economy, try to minimize the need for changes by informing Cartography which graphics (if any) are most likely to need revision, so that they can be done last.

4. The final check-out of graphics before printing should involve the responsible substantive person(s) and NIO/PP at a one-time session.

F. The time needed for final printing varies with the length and complexity of the job, of course, and the greatest variable is graphics. For the fastest turnaround, we can produce a neat final from the MTST.

G. As for deadlines, it helps greatly to know not only when, but why. The printers and our MTST operators will turn somersaults if necessary to keep the President from breaking a promise to the American people, but they can't perform miracles daily. For a professional, quality product, adequate lead time is necessary. The packaging and labeling of a big distribution eats up time, too. (Regular courier pick-ups at Registry are at 8:30 a.m. and 1:00 p.m.)

Production

10 November 1976


MEMORANDUM FOR: All NIOs

FROM : Richard Lehman
D/DCI/NI

SUBJECT : Attributional Footnotes on IIMs

1. Attached is a checklist which has been worked out in coordination with DDI, State, and DIA representatives. It has been developed as a guideline to ensure that attributional footnotes clearly convey to the reader who was involved in the project and at what level it was coordinated.

2. Clearly, not all items on the checklist will apply to any specific IIM, but I ask that you give attention to ensuring that all relevant items are included. In many cases, the checklist will also be useful in preparing footnotes for Interagency Alert Memoranda.


Richard Lehman

Attachment
A/S

Footnotes

FOOTNOTE CHECKLIST

1. Identify requester.
2. A notation that the IIM was prepared "under the auspices of _____" or "assigned by _____."
3. Indicate who chaired the working group.
4. Specify agency with primary drafting responsibility -- identifying the specific office or individual drafter as appropriate.
5. Identify other agencies participating and indicate degree of coordination, i.e., "coordinated at the working level" or "coordinated by the Defense Intelligence Agency."
(Note: Words other than coordinated can be used as appropriate; the main goal here is to differentiate between working level coordination and the blessing of senior officials.)
6. Indicate if the paper has been sent to the field for review and comment.
7. Identify any portions of the paper that may have been altered after coordination because of late-breaking developments.

Preparation of an NIE

1. DCI, policy officer (NSC, State, DoD), NFIB principal, or NIO identifies need.
2. DCI approves project.
3. NIO drafts terms of reference.
4. NIO (or his designate) chairs meeting of Community representatives to discuss T/R's and assigns responsibilities for contributions. Interested policy officers are invited to participate at this stage (but at no other).

[It has been proposed that NFIB discuss T/R's on important estimates. This would be a useful step.]
5. NIO selects Estimate Chairman or designates himself; NIO selects drafter or drafters in consultation with their agencies.
6. Agencies prepare contributions if called for.
7. Under supervision of NIO (and Chairman if different from NIO), drafter(s) prepares draft NIE.
8. When NIO believes draft is respectable, he circulates it to NFIB representatives for coordination. [If Estimates Advisory Panel were to be established, it would convene to review draft before circulation to representatives.]
9. Chairman convenes one or more meetings of representatives to coordinate agency positions on his draft. He seeks to uncover differences of substantive view and to resolve semantic ones. The agency that furnished the drafter is not bound to his text, but can differ in the same way as other agencies.
10. From this process (or successive iterations of it) emerges a new draft. In it the NIO defines a tentative DCI position and indicates differing agency positions or reservations. D/DCI/NI circulates this draft to NFIB Principals and places it on the NFIB agenda.
11. NFIB meets to discuss the draft. In practice, this means raising individual questions with the DCI, tinkering with wording, and tableing footnotes. Occasionally, the estimate is remanded to the representatives for clean-up and final telephonic coordination by the principals.*
12. DCI approves the estimate.

*There is a feeling among the principals that NFIB discussion of estimates should be more substantive, and should be directed at basic issues and conclusions. I believe this would work better if it took place at an earlier stage, before agency positions had become set and while there was still time to redraft.